DEC 16 1926

Hospital Library

HOSPITAL MANAGEMENT

A Practical Journal of Administration

December 15, 1926
Vol. XXII No. 6

¶ When Discharged Patient Says, "I'll Pay Later."

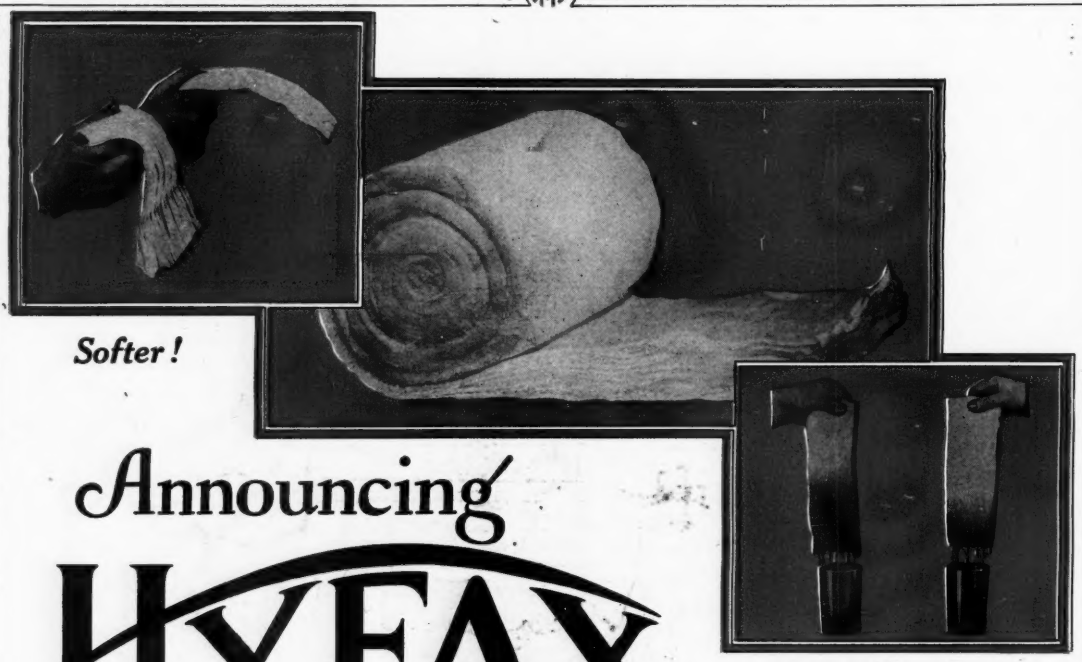
¶ Suggestions for Your Physical Therapy Department

¶ Is Nurse Training System Becoming Obsolete?

¶ What a Hotel Chef Thinks About Hospital Food

¶ Japanese Company has Complete Welfare System

"Tiny Tim Club" of Memorial Hospital Ready for Happy Christmas.



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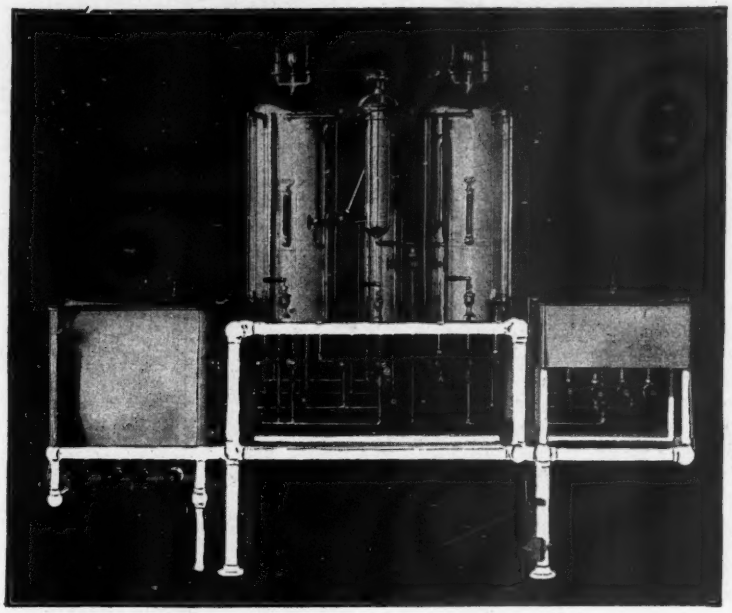

One of the many possible AMERICAN combinations—comprising Water Sterilizers (with Still), Utensil Sterilizer, and Instrument Sterilizer. Completely equipped with special "AMERICAN" made heavy-duty valves and fittings, and heavily nickeled seamless brass piping combined and brought to common outlets.

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Actual trial— is the proof.

AMERICAN STERILIZER CO., Erie, Pa.

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AMERICAN Sterilizers *and* **Disinfectors**

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Our Own Round Table

After wishing you a Merry Christmas, we ask you to read about the Tiny Tim Club of Memorial Hospital on page 25 for two reasons: first, because it is unusually interesting and has a Christmas aspect, and second and more important, because there seems to be no reason why many other hospitals can not organize Tiny Tim Clubs of their own.

Occasionally a patient is ready to leave when it is learned that the departing patient is unable to pay all of his bill. What's to be done? Read how other hospitals meet this problem, and how they endeavor to keep outstanding accounts at a minimum.

DR. WALSH of the American Hospital Association makes some interesting observations and comments regarding a physical therapy department in an article in this issue.

Tuberculosis hospital administrators give further information concerning working and vacation schedules of employes. Many a time someone wants to know what other hospitals do about vacations and sick leaves, and this article describes the practices at some score of institutions.

A suggestion for the greater use of primary and secondary schools in training nurses is made by DR. LYTLE, who has given a great deal of thought to this question.

If a famous hotel chef were to step into your kitchen and to comment on your cooking and food service, you would be deeply interested in any suggestions he might make. A chef of a widely known Chicago hotel has some interesting recommendations on page 51.

An idea of the complexity of a hospital superintendent's job and of the many problems he faces may be gained from reading the report of MR. GOODRICH, building superintendent, Montefiore Hospital, New York. Of course, this is a large institution, but many problems of maintenance, personnel housing, replacement of equipment, etc., on a proportionate scale must be handled by nearly every superintendent.

DR. GOLDWATER reviews familiar practices followed by hospitals in planning and constructing units for the "middle class" patient. The idea, of course, is to decrease initial expense per bed and to minimize cost of maintenance and service.

And a Happy New Year!

Published on the fifteenth of each month at 537 South Dearborn St., Chicago, Ill., by

THE CRAIN PUBLISHING COMPANY

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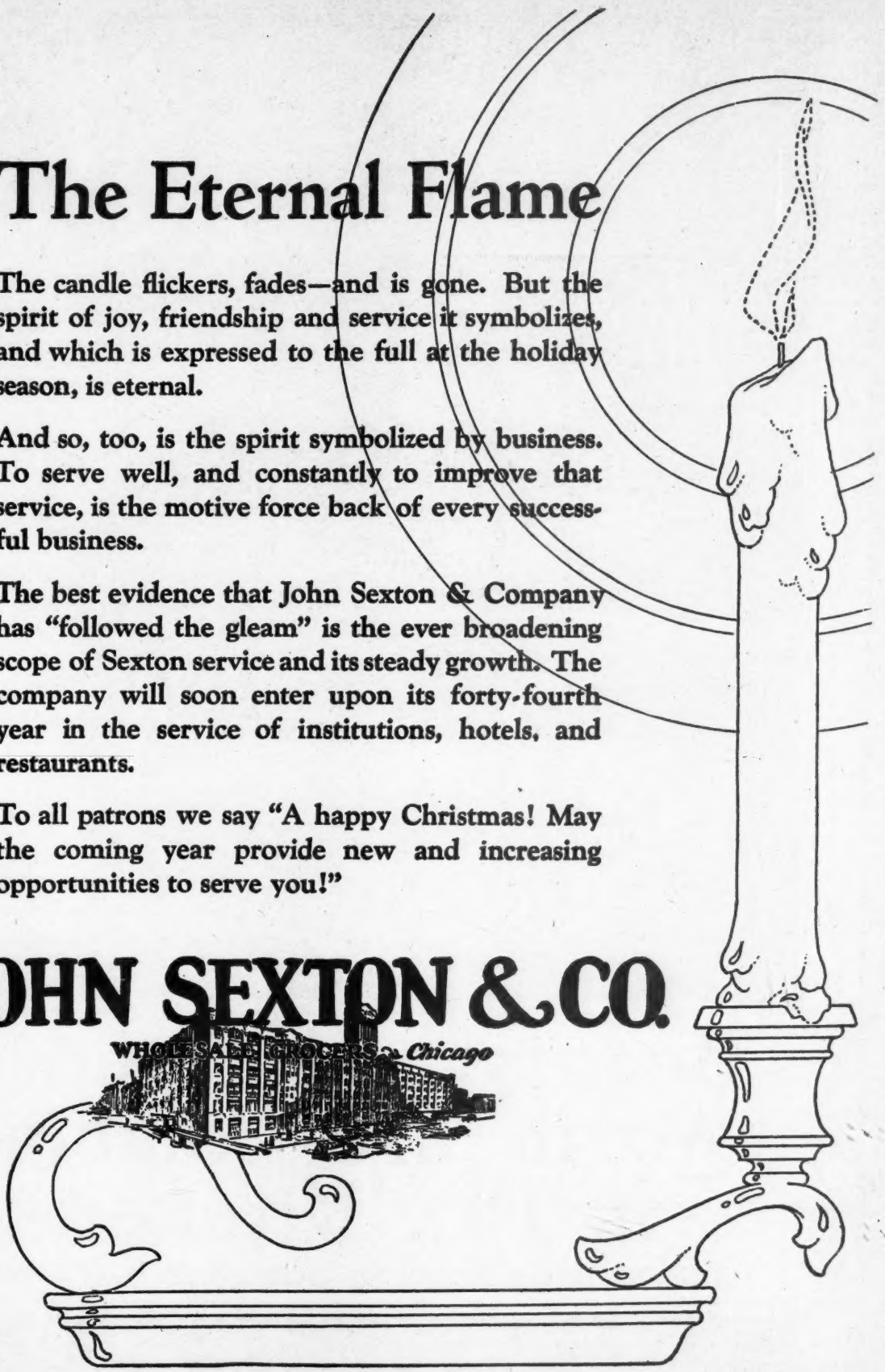
The Eternal Flame

The candle flickers, fades—and is gone. But the spirit of joy, friendship and service it symbolizes, and which is expressed to the full at the holiday season, is eternal.

And so, too, is the spirit symbolized by business. To serve well, and constantly to improve that service, is the motive force back of every successful business.

The best evidence that John Sexton & Company has "followed the gleam" is the ever broadening scope of Sexton service and its steady growth. The company will soon enter upon its forty-fourth year in the service of institutions, hotels, and restaurants.

To all patrons we say "A happy Christmas! May the coming year provide new and increasing opportunities to serve you!"



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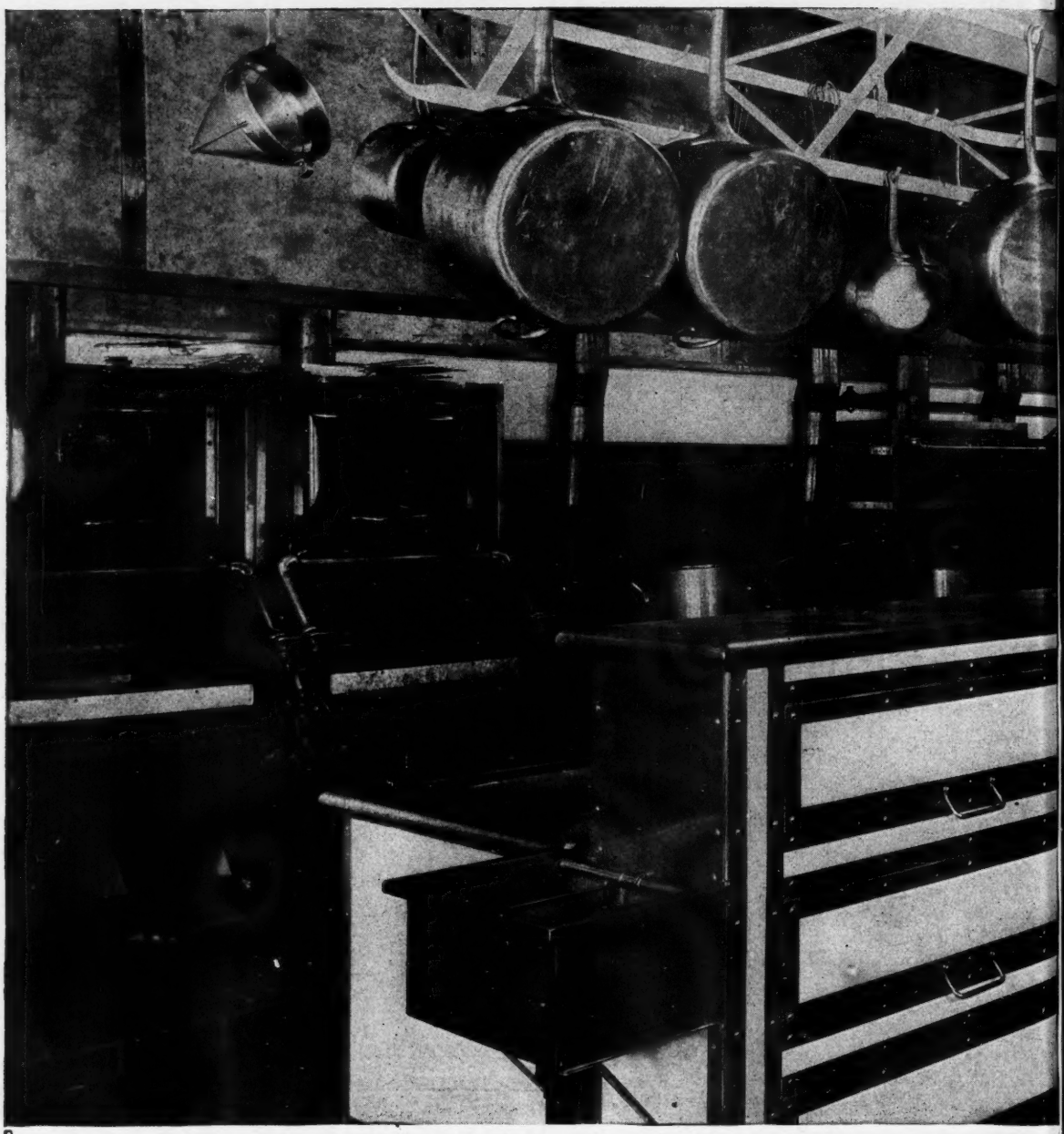
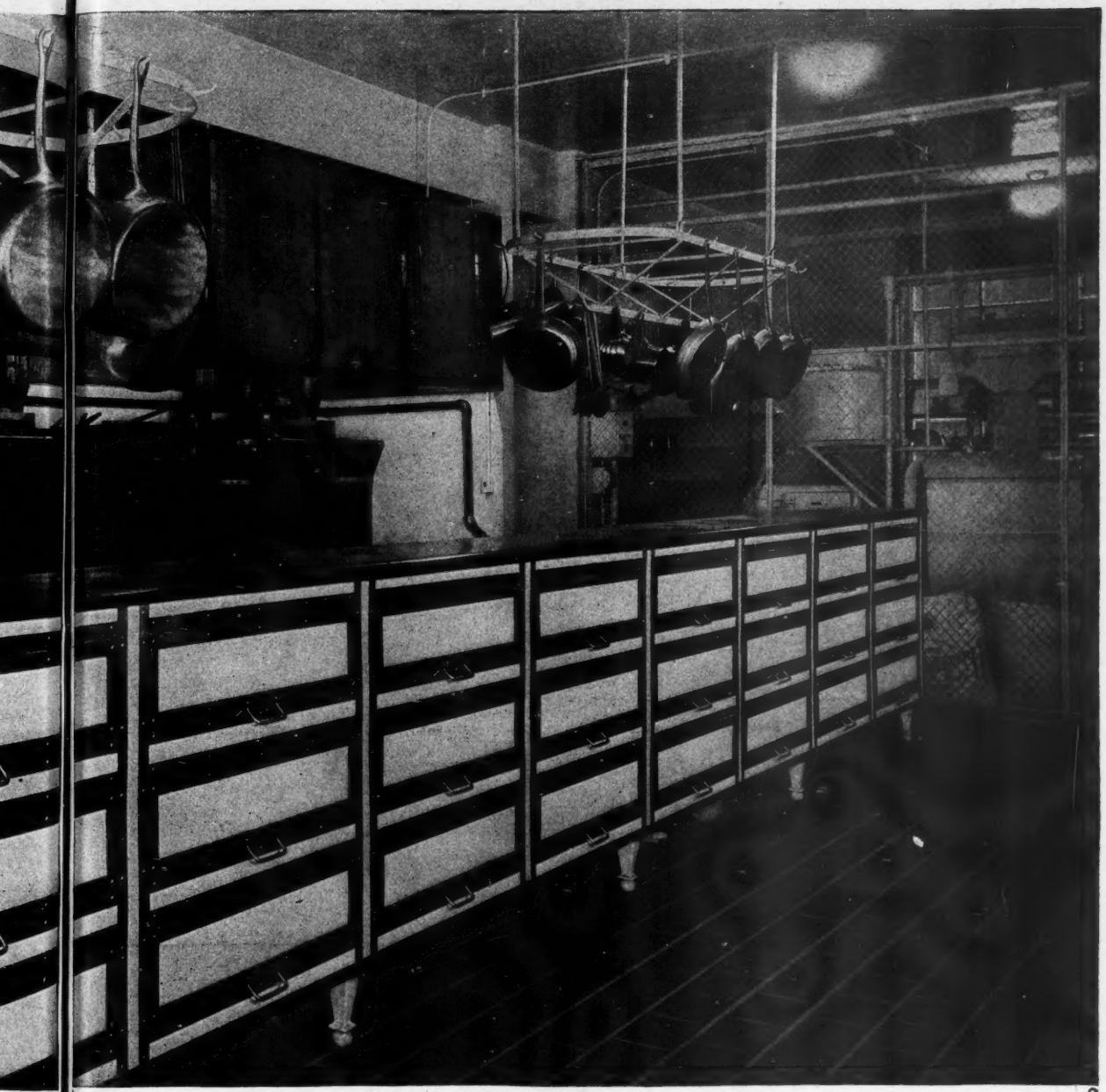


Beauty and Enduring Worth are Combined in PIX Kitchens

THE WORLD'S LEADING EQUIPMENT HOUSE FOR



The public may with freedom be invited to inspect any Albert Pick & Company Kitchen. Gleaming cleanliness is everywhere apparent. This Kitchen of the new Standard Club, Chicago, is a recent example of PIX Engineering

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Main Entrance to the American Memorial Hospital, Paris, France.

An "American" laundry that went to Paris

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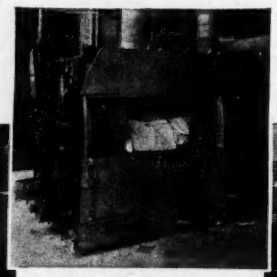
With this laundry, the Memorial Hospital finds it easy to always have on hand an ample supply of clean, white linens as well as nurses' uniforms and internes' coats. It finds, too, that it's unnecessary to maintain a large reserve supply of linens.

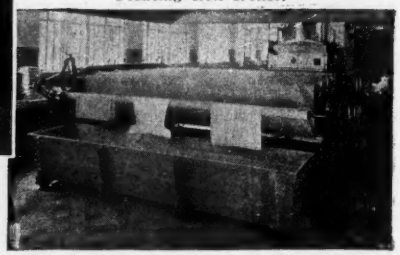
If you have any laundry problems, may we give you the benefit of our many years' experience? Simply drop us a card—and you'll not be obligated in any way.

"American" Cascade Washer and Underdriven Extractors in the laundry of the American Memorial Hospital.



An "American" Thermo-Vento Drying Tumbler for the handling of bath towels.

Where nurses' uniforms, internes' coats, and all large pieces of flat work are ironed—an "American" Floating Roll Ironer.



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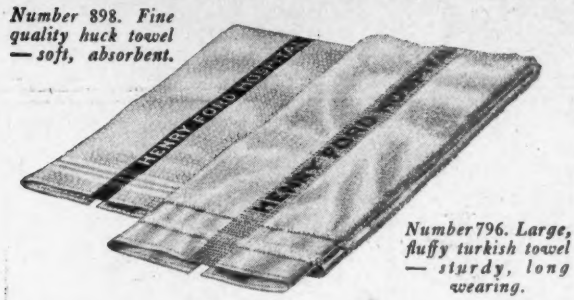
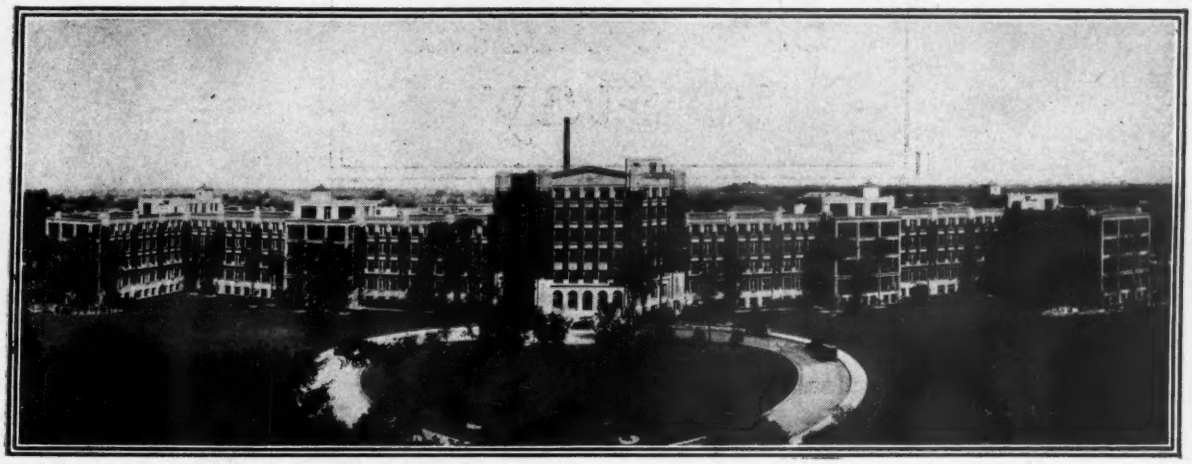


Number 898. Fine quality huck towel — soft, absorbent.

Number 796. Large, fluffy turkish towel — sturdy, long wearing.



Where the finest hospital equipment is found— CANNON *towels are standard*

CANNON woven name towels have been chosen for standard equipment in The Henry Ford Hospital at Detroit. Towel buying in this up-to-date hospital is not a case of "first come first served." It is rather a question of selecting those towels which best meet the rigid requirements set for all equipment. The utility, beauty, economy and durability of every towel is carefully considered.

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Low prices made possible by quantity production —ability to survive constant washing and sterilization—protection against loss afforded by the woven name. These are examples of Cannon economy—reasons why your choice should be Cannon woven name towels.

Your dealer will be glad to show you samples of Cannon towels and quote their amazingly low prices. The towels you select will be woven with the name of your hospital in white, red or blue if you order in quantities of 50 dozen turkish towels, or 100 dozen huck towels. Cannon Mills, Inc., 70 Worth Street, New York City.

CANNON TOWELS

WOVEN WITH YOUR NAME

TRADE MARK CANNON REG. U.S. PAT. OFF. CANNON MFG. CO.

Look for this trade-mark label (in blue) on every genuine Cannon name towel.

The Ripples are *bound* to stay

IN genuine Ripplette Spreads the characteristic ripples are as strong as the rest of the fabric. They can't wash out nor tear out . . . even under the severest service. For they are not only woven in but actually *bound* in . . . and they're bound to *stay!*

The representative of your regular supply-house will show you Ripplette Spreads, either in pure white or with dainty stripes, guaranteed fast. Remember that these are the only white spreads with wide ripples and distinctive patterns; pre-shrunk and full-measure in all sizes.

Frequently spreads are sold as "Ripplette" which have no right to the name. Remember that "Ripplette" is a registered trade mark and cannot be used in connection with any merchandise except the products of our mills. When you ask for estimates be sure to specify "Ripplette."

RIPPLETTE
REG. U. S. PAT. OFF.
SPREADS

Made by the ANDROSCOGGIN MILLS, *Lewiston, Maine*

BLISS, FABYAN & COMPANY, *Selling Agents:* BOSTON ~ NEW YORK ~ CHICAGO ~ SAN FRANCISCO

Always look for the name on the bottle cap to be sure of the original.

To make your Christmas celebration the greatest ever

WITH Christmas day approaching, you are probably busy with the plans of a celebration for your patients, a celebration built around the Christmas dinner. A dinner that, of necessity, must only consist of foods and beverages that are perfectly safe for your patients.

What might you find that could better express the jollity and gaiety of the season than "Canada Dry." All the patients will welcome it. For the sheer joy and companionship of a well-loved friend gleams through its mellow, piquant flavor.

Physicians and dieticians know that "Canada Dry" is a safe drink. Pure Jamaica ginger—constant laboratory tests to insure its purity—a beverage that is carefully guarded in all the stages of its manufacture. That is why it is served in the leading hospitals of the United States and Canada, and why physicians everywhere prescribe it for their patients and use it in their homes.

"CANADA DRY"

Reg. U. S. Pat. Off.

Does not contain capsicum

Extract imported from Canada and bottled in the U. S. A. by Canada Dry Ginger Ale, Incorporated, 25 West 43rd Street, New York, N. Y. In Canada, J. J. McLaughlin Limited. Established 1890

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The Medic Apron

—TRADE MARK—

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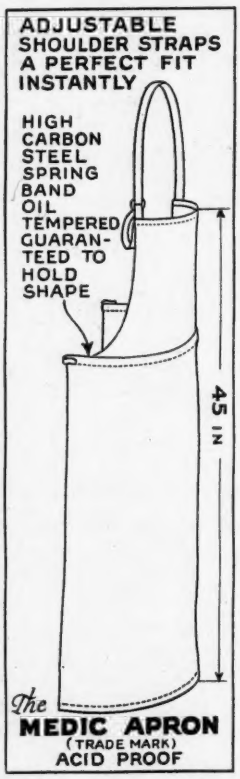

Can Be Sterilized

The Medic Apron is used as standard equipment in the Mayo Clinic and in the Hospital of the Rockefeller Institute for Medical Research.

Sold by the leading surgical, chemical, hospital and undertaking supply houses in the United States and Canada, medium and large sizes, at $2.00 each; extra large size, $2.50 each. When you place your next order with your dealer be sure to include a trial order of *The Medic Apron.* If your dealer cannot supply you return the coupon.

READY APRON COMPANY,
1370 Milwaukee Ave., Chicago, Illinois.

Please send sample Medic Apron for which we enclose our check for $2.00.

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Name of Institution .....
Address .....
City ..... State .....

Name of Dealer .....
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YOU CAN WRITE ON THE GLASS!

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The wide mouth of the Hygeia food-cell makes cleaning and filling easy.

The Hygeia Breast-nipple is smooth, inside as well as out. You can turn it inside out. Every part of it can be thoroughly cleaned.

Hospitals supplied FREE

We will send as many of this new hospital-size Hygeia Nurser as your hospital can use. No charge. No conditions attached, except that they will be used in your own hospital, not redistributed.

The term "Nurser" as used here includes the glass food-cell, breast-nipple and rubber cover —complete. Use the coupon below—or write us.

Hygeia
THE SAFE NURSING BOTTLE

This rubber cover "corks" the food-cell until feeding time.

HYGEIA NURSING BOTTLE CO.,
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City..... State.....

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EAST MOLINE

GREETINGS

The Happy Christmas season calls to mind the pleasant relations we have had with you during the past year and brings to us a deeper appreciation of old associates and of the value of new friends.

We are glad of this opportunity to thank you for the many favors you have shown us in the past and it is the wish of everyone in our organization that you and yours enjoy a Merry Christmas and that every day of the New Year be filled with Happiness and Prosperity.

Sincerely yours,

H. J. Pilcher

Chairman of the Board.

Check up on Your Bottles

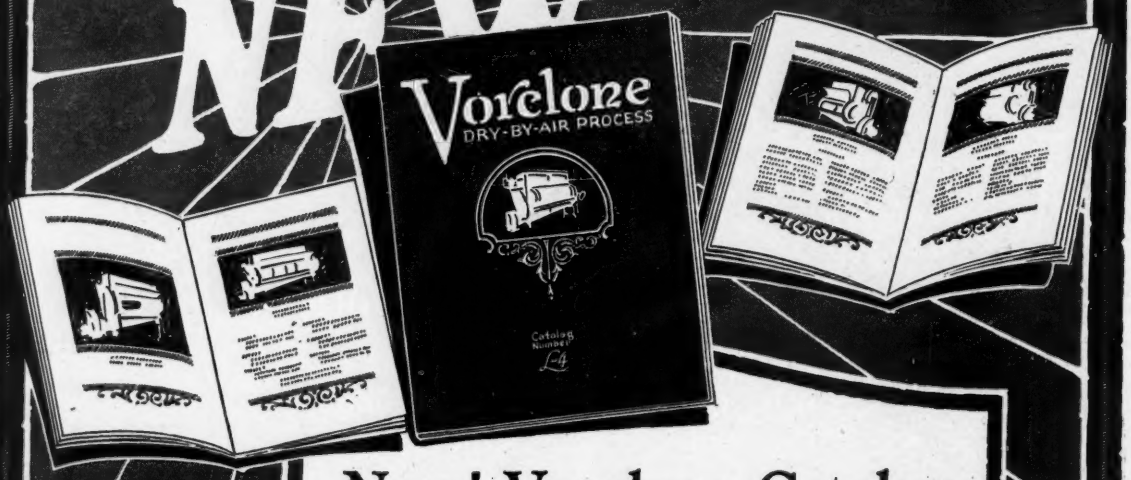
Hospitals know the economy of using Owens bottles. No longer do they order "bottles"—they specify "Owens bottles". Tempered right to give long life under the hardest Hospital usage, Owens bottles can be depended upon to reduce expenses and increase efficiency. Check your bottles — make sure *you* are ordering Owens.

The Owens Bottle Company — Toledo

Owens Bottles

Owens Machine Made - by Owens

NEW—



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24 pages of concise facts about Vorclone "Dry-By-Air," the revolutionary drying method which meets the special needs of hospital laundries. A complete outline of the advantages which have led to its remarkable popularity — detailed descriptions of mechanical construction — specifications for all models of Vorclone drying tumblers.

Learn about these outstanding features of Vorclone low temperature drying: No scorching. No discoloration. No shrinkage. No unpleasant odors. No lint accumulation. Big savings in linen replacements.

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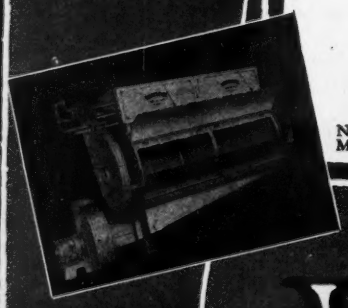


VORCLONE COMPANY H. M.
56 So. Bay Street, Milwaukee, Wisconsin

Please send me the new Vorclone catalog of low temperature drying tumblers for hospital laundries.

Name .....
Position ..... Hospital .....
Address .....
City ..... State .....
No. of Beds .....

Vorclone
DRY-BY-AIR

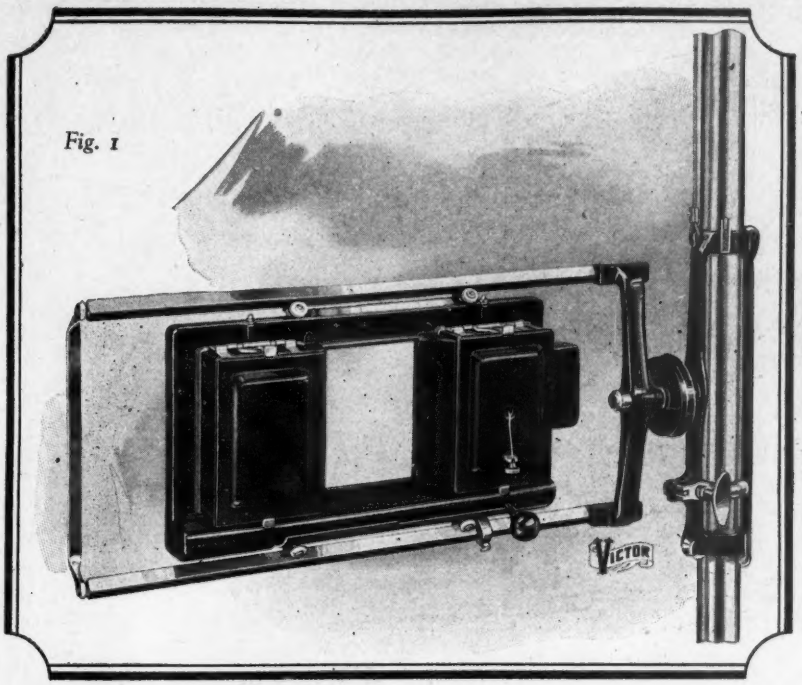


Fig. 1

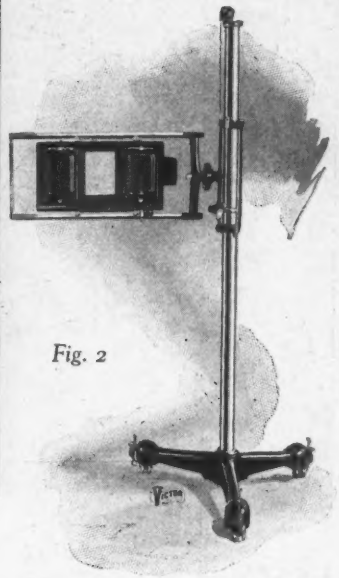


Fig. 2

Roentgenologists Have Long Awaited This

The Victor Serial Radiographic and Fluoroscopic Unit

Makes radiographic records of your observations during the fluoroscopic examination

A NATIONALLY known roentgenologist, after using this device for several weeks, writes:

"For many years roentgenologists have wished for an apparatus that would make a roentgenogram of exactly the thing that they were able to see, and this new device will certainly accomplish this. Your engineers have certainly thought of everything within reason and I consider it one of the most useful and perfectly constructed apparatus that I have ever seen. It will certainly be a great addition to our equipment."

The bulky, unwieldy serial radiographic device is now a thing of the past. It is superseded by this Victor Unit, the compactness of which, together with its flexibility and ease of manipulation, appeal to every operator.

Referring to Figure 1, the fluoroscopic screen carrier has mounted on it also two magazines, one on each side of the screen. The magazine at the right of the fluoroscopic screen holds six 5 x 7 cassettes with films and intensifying screens. During a fluoroscopic examination the operator may at any moment desire a radiograph of a certain pathology observed. He then needs only to grasp the knob at the lower right, and shift it over to the first notch to the left (which brings one of the cassettes into position behind the fluoroscopic screen), steps on the button of the floor switch to energize the tube for the radiographic exposure, then shifts the knob over to the extreme left in order to deposit the cassette in the magazine on the left of the fluoroscopic screen. The knob is now shifted back to its original position on the right, and the fluoroscopic examination is resumed until observation calls for another radiographic exposure, when the above procedure is repeated.

This is accomplished without loss of time, and without the operator moving away from his position in front of the fluoroscopic screen. A two-button floor switch gives him selection between fluoroscopic and radiographic currents. At his arm's reach is also a small control stand (auxiliary to the regular auto-transformer control on the X-Ray machine) thru which he may vary the penetration as required during fluoroscopic examination, also control the Coolidge filament circuit to vary the fluoroscopic milliampereage.

Figure 2 shows the Unit proper mounted on floor stand. The complete rotation of the horizontal arm by means of its swivel attachment to the vertical column, permits of any angular position required in either radiography or fluoroscopy. Vertical adjustment is quickly and conveniently made thru a counterweight suspended by wire cable in the vertical tube column, and operating over the swivel pulley at the top. Note the conspicuous absence of electrical parts or wires to be avoided by patient and operator.

Its range of usefulness. Practically every specialized laboratory will realize its advantages in almost every phase of fluoroscopic diagnosis. Consider its value in the radiography of nervous children especially, where locating the area and positioning of the part are difficult before the radiograph is made. The fluoroscopic screen may be here resorted to, then the radiograph made instantly—no need of moving the patient over to another radiographic unit. In fracture cases, too, it suggests itself in many ways. Finally, in serial radiography of the stomach it serves ideally, answering every possible requirement in the most practical and efficient way.

Complete description sent on request

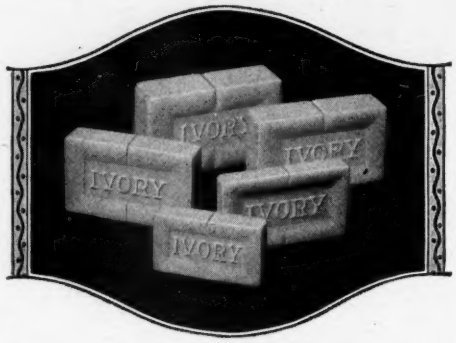
VICTOR X-RAY CORPORATION, 2012 Jackson Boulevard, Chicago

33 Direct Branches Throughout the U. S. and Canada

X-RAY
Diagnostic and Deep Therapy Apparatus. Also manufacturers of the Coolidge Tube

VICTOR

PHYSICAL THERAPY
High Frequency, Ultra-Violet, Sinusoidal, Galvanic and Phototherapy Apparatus



Budget time is coming

Few hospitals are so generously endowed that they can operate without careful scrutiny of expenditures.

Because Ivory is so universally recognized as the soap which has set the quality standard for soaps, you may have assumed that its cost would be prohibitive.

Let us reassure you on this point. In 47 years the demand for Ivory has grown to such an extent that today it must be manufactured in huge quantities. This has so lowered manufacturing costs that Ivory is now sold at a price little, if any, higher than the price you are asked to pay for soaps which fall far short of hospital standards.

No hospital, however small its income, can say that it cannot afford Ivory. We believe you will agree that no soap as desirable as Ivory ever has been offered to hospitals at so modest a price.

Ivory should have its place in your 1927 budget.

PROCTER & GAMBLE
CINCINNATI, O.

Miniature IVORY

Sample cakes of the five miniature sizes of Ivory Soap will be sent to you upon request. You will find them helpful in selecting the size best suited to your institution.

The Ivory Soap DISPENSER

for economical, sanitary cleansing in the public lavatories.

Dispenses Genuine Ivory Soap in a special flaked form.

The Ivory Dispenser is a worthy companion to the individual service sizes of Ivory now so popular in leading hospitals.

Write us for prices and full information.

Not a liquid soap dispenser

Public Responsibility to the Doctor

THE life of the community is in the hands of the *medical profession*. If there were no doctors to properly diagnose disease and check contagion, pestilence would soon run riot in the land and people be destroyed in vast numbers, as the *history* of the days of less capable medication has proven.

Without competent physicians and trained specialists and skillful surgeons to attend emergency cases, any community would face destruction. And to be able to properly safeguard the health of the people, physicians must sacrifice long years of time and energy in study and preparation. In return the public owes an important responsibility to the members of the medical profession.

The *hospital* is their *workshop* and unless it is *adequately maintained* in *capacity* and modern *equipment* their effectiveness and opportunity for useful public service is handicapped.

Far-visioned hospital directors must, therefore, be alert to keep their institution *up to standard* in these particulars. If in the matter of capacity *your* hospital is too limited—if there is no margin of safety for probable periods of special stress which come to every community, then it is the public duty of the directing board to *build*.

Mary Frances Kern

Any community will support a movement for more adequate hospitalization if the *necessity is properly pointed* out by publicists, experienced in educational work, and the fund-raising effort to provide the necessary means is directed by organizers *trained* in such financial undertakings. What has been done so widely and so frequently can certainly be done again. It is largely a matter of *seeing* the need and having the *initiative* to *proceed*. There are organizations of people trained in the business of making *fund raising projects productive*, whose representatives can be called in for conference. When you are ready, write or wire the *Kern Organization*. It costs nothing to talk it over.

Mary Frances Kern

49 Wall Street, New York 1340 Congress Hotel, Chicago

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EVERYTHING YOU NEED FOR THE MODERN HOSPITAL LAUNDRY

I. X. L. Soap Chips

Put up in barrels weighing about 200 lbs. net.

A turn of the key regulates the heat.

The ABESTO Automatic "Self-Control" Electric Iron

Two sizes only—
No. 6½—7-lb. size
No. 9 —9-lb. size

Velvet-Rainbow Starch

Best for all hospital work.

Our I. X. L. Brand High Test Chloride Lime (Bleaching Powder) with FRYBRO Washing Soda properly mixed in the solution according to our formula, makes the best as well as most economical bleach that you can use.

10-lb. Enameled Cans
Case 24—10-pound cans, or
Half Cases 12—10-pound cans.

10-pound Zinc Cans—
Half Cases 12—10-pound cans.
300-pound Galvanized "Rust Proof" Drums
100-pound Galvanized "Rust Proof" Drums
50-pound Galvanized "Rust Proof" Drums

The Safest Sour you can use in your laundry. It not only produces the best results, but it gives complete protection to your linens.

FRYBRO

Use **FRYBRO** Washing Soda and you will get better and more profitable results in the washroom. **FRYBRO** is the dependable washing soda for the best results all the time. Put up in barrels weighing 280 pounds net.

Fry's No. 18 Aniline Blue

Especially adapted for Hospital work. Best results assured.

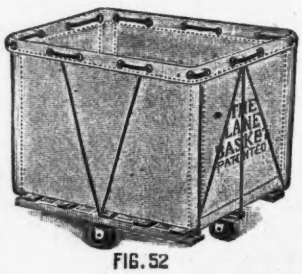

FIG. 52

Fig. 52 Canvas Hospital Truck

Equipped with Rubber Tire Casters. Canvas body detachable for cleansing or renewing. Designed for hospital use where noiseless operation is an important feature.

For removing iron rust stains from linens without injury to the fabrics or fast colors.

We will be glad to quote on your requirements for any of these supplies and specialties. Ask for Catalog No. 27.

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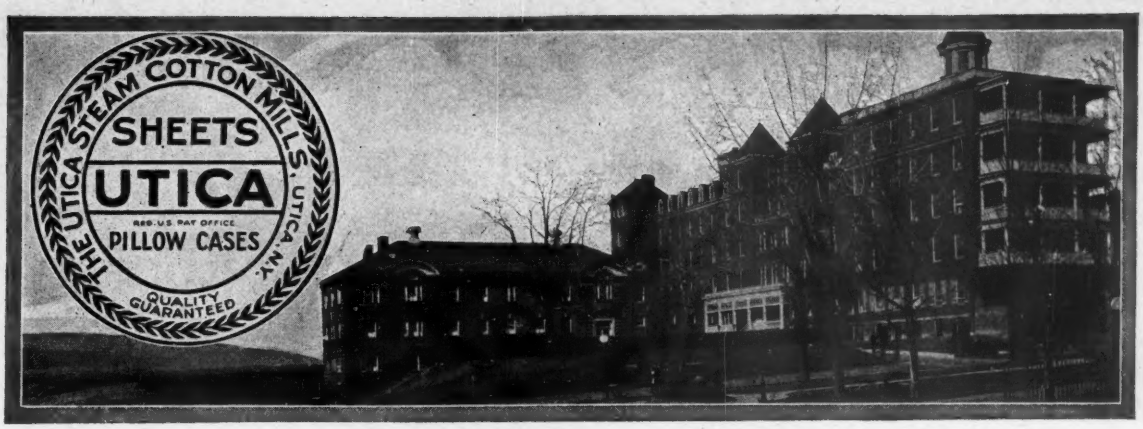


THE CHURCH HOME AND INFIRMARY, BALTIMORE, MD.

From Two Different Viewpoints Utica Sheets are Hospitals' Choice

First, from the viewpoint of the patient! Utica Sheets and Pillow Cases add to the comfort of the bed. They are soft. They are smooth. They are easily kept free from wrinkles.

Second, from the viewpoint of the hospital management! Utica Sheets and Pillow Cases give long, economical service. Because they are closely woven, of smooth, sturdy threads, without any artificial filler, they withstand the constant use and severe launderings to which they are subjected.

From two different viewpoints — those of the patients and the management—Utica Sheets and Pillow Cases serve well.

Is it any wonder they are called "universally satisfactory"?

Jane E. Nash, Superintendent of the Church Home and Infirmary of Baltimore, writes: "We have used Utica Sheets and Pillow Cases over a long period of years and have always found them universally satisfactory."

Hospital managements are invited to send for their copy of "Greater Economy in Sheets and Pillow Cases" which tells an interesting story of sheets as applied to institutional use.

Utica Steam & Mohawk Valley Cotton Mills
UTICA, N. Y.

UTICA Sheets and Pillow Cases

REG. U.S. PAT. OFF.

3. Better service—there is no confusion with Ideal Food Conveyors*

Patients appreciate quiet, efficient food service. Ideals are wheeled down corridors and into wards silently. There is no hurry or scamper. Hundreds of unnecessary trips to and from kitchens and steam tables are eliminated. Ideals retain heat or cold for long periods of time. Over 500 leading hospitals use Ideals in their food service.

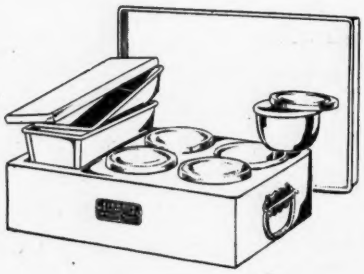
The Swartzbaugh Mfg. Co.

Toledo, Ohio

Associate Distributor

The Colson Co.

Branches in Baltimore, Boston, Buffalo, Chicago, Cincinnati, Cleveland, Detroit, Los Angeles, New York, Philadelphia, Pittsburgh.



Special Diet Box

Everhot

This container is designed for special diet cases. Has sufficient capacity for a large meal for one person or an ordinary meal for two persons.

Over all dimensions: 12¼ inches long, 9½ inches wide and 5 inches high. Equipment: four, six-ounce standard vitrified china cups with covers, two nickel meat trays with covers. Tagged for one patient, it eliminates mistakes in special diet cases.

Ideal

America's Leading Food Conveyor

Found in Foremost Hospitals

1. Ideal Food Conveyors eliminate the "cold food" complaint.
2. Less help is needed for good food service with Ideal Conveyors.
*3. Better Service—no confusion with Ideal Food Conveyors.
4. Food waste is cut where Ideal Conveyors are used.
5. No "head of steam"—no artificial heat needed with Ideal Food Conveyors.
6. Serve more appetizing, more palatable and therefore more healthful food.
7. The greatest advantages of "central service" without the expense.
8. Make possible food service standardization with less equipment.

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"*Isn't the answer, then, the purchase of* CURITY READY-CUT GAUZE?"

How one hospital learned an easy way to simpler, less costly dressings practice.

"WE HAVE proved that we literally throw away $252 yearly, by making our dressings from flat-fold bolts of gauze." The superintendent of a medium-sized Middle Western hospital was discussing dressings practice with the Superintendent of Nurses. He continued:

"Would the use of double-fold bolts eliminate that waste?"

She answered: "Hardly. You'd not only have waste, but according to our technique a somewhat more impracticable cutting problem, besides. You cut a double-fold bolt half-way through, to the center of the bolt. But you can't make square pieces, which we need. The bottom piece, which is the outside circumference of the bolt, measures 27 by 36 inches. The top piece, the inside circumference, measures 17 by 36, with corresponding variations throughout."

He said: "Can't you use the different sizes for different kinds of dressings?"

"Yes, but think of the trouble of separating the layers. And obviously there's waste even then. If the smallest piece is large enough, the larger pieces must contain too much gauze."

"If the top pieces are large enough, the bottom pieces will contain too much gauze. And that means waste."

He said: "I see. Isn't the answer, then, the purchase of Ready-Cut Gauze?"

* * * *

They continued the discussion. Compared. Argued Thoroughly tested Curity Ready-Cut Gauze and Curity Dressing Rolls *against* their own dressings practice. And finally ended by adopting *both*. For these reasons—

—Curity Gauze gave them semi-finished dressings in every size they needed.

—Valuable time was saved in preparing dressings.

—Tedious routine was practically eliminated.

—*And savings in material amounted to $252 yearly savings on their gauze bills!*

Just one example—of one hospital's findings. But it is typical. Many others are discovering the same results from the new Curity forms.

Prove for yourself how the new Curity Gauze will show the way to simpler—pleasanter—far less costly dressings routine! Your name on the margin of this page will bring enough samples to conduct a thorough comparison and test. We'll gladly send, too, the pamphlet "Let's Make Sure," containing the complete story of the test described above.

LEWIS MANUFACTURING COMPANY
(*Division of Kendall Mills, Inc.*) Walpole, Mass.

LEWIS MANUFACTURING CO. OF CANADA, LTD.
13 Victoria Square Montreal, Quebec

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Time is the most valuable asset that you as a Hospital Executive have.

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Three months in Operating Room Technic and Management.
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Affiliations with accredited training schools are desired as follows: A four months' course to be given to pupils of accredited training schools associated with general hospitals. Only pupils who have completed their surgical training can be accepted. Pupil nurses receive board, room and laundry and an allowance of $5 per month. Address Chicago Lying-In Hospital, 426 East 51st Street, Chicago, Ill.

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CLASSIFIED ADVERTISEMENTS

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LAYMAN, BUSINESS MAN WITH LONG hospital experience, desires position in eastern hospital, 150 beds or larger. Address Box A, 296 HOSPITAL MANAGEMENT. tf

CAPABLE WOMAN SUPERINTENDENT, long experience in progressive small hospital, desires position. Prefers small institution; exceptional references. Address Box A-295, HOSPITAL MANAGEMENT. tf

SUPERINTENDENT — LAYMAN, MARried, several years' experience in hospital administration, five years in present position, desires early appointment where re-organization is contemplated; excellent credentials. Interstate Physicians & Hospital Bureau, 332 Bulkley Building, Cleveland, Ohio. 12-26

POSITION WANTED BY A MIDDLE aged, practical, common-sense woman as assistant superintendent or matron; good buyer; references o. k. Address Box A-299, HOSPITAL MANAGEMENT.

(A) OBSTETRICAL SUPERVISOR, AGE 28, post-graduate Chicago Lying-In Hospital, 4 years' best experience, available at once; asks $125 and maintenance. (b) Two general duty registered nurses, ages 23 and 24, desire middlewest openings together; ask $85 and maintenance. No. 1221 Aznoe's Central Registry for Nurses, 30 North Michigan, Chicago. 12-26

DIETITIAN — ADMINISTRATOR, SEVERal years' experience, competent to assume charge of large department, familiar with every detail in dietary department; open for appointment; east preferred. Interstate Physicians & Hospital Bureau, 332 Bulkley Building, Cleveland, Ohio. 12-26

EXPERIENCED EXECUTIVE, WITH SIX years' hospital experience as storeroom manager, would accept position as superintendent of 100-bed hospital; Ohio location preferred. Address Box A-230, H. M.

INSTRUCTRESS — GRADUATE NURSE, several years' experience instructing in theory and practical nursing; excellent credentials; desires midwestern location. Interstate Physicians & Hospital Bureau, 332 Bulkley Building, Cleveland, Ohio. 12-26

POSITION WANTED AS SUPERINTENdent in small hospital or assistant in large one; man with 9 years' experience; nurse and college training. Address Box A-298, HOSPITAL MANAGEMENT.

(A) B. S., AGE 38, SIX YEARS' EXPERience teaching and in charge of buying and cafeteria work; six months' training hospital dietetics; desires position paying $125 and up. (b) B. S., age 24, hospital dietetic course in Minneapolis, desires position at once; north or middlewest; asks $90 and maintenance. No. 1211 Aznoe's Central Registry for Nurses, 30 North Michigan, Chicago. 12-26

SUPERINTENDENT—GRADUATE NURSE with executive ability, several years' experience, open for appointment in small hospital; excellent credentials. Interstate Physicians & Hospital Bureau, 332 Bulkley Building, Cleveland, Ohio. 12-26

WANTED—SITUATIONS FOR THE FOLlowing candidates: (a) Superintendent, age 36, three years' assistant superintendent 150-bed hospital; four years superintendent 475-bed hospital; university degree; efficient, tactful, progressive, co-operative. (b) Dietitian, A. B. University of Illinois, six months student dietetic course; year's experience as dietitian, 200-bed hospital; age 26. 454, Medical Bureau, 822 Marshall Field Annex Building, Chicago. 12-26

PHYSIOTHERAPIST AND X-RAY TECHnician; graduate nurse, competent to assume charge of department; several years' experience; excellent credentials. (b) Technician, laboratory and X-ray, graduate nurse qualified in routine work, blood-chemistry, basal-metabolism, open for appointment. Interstate Physicians & Hospital Bureau, 332 Bulkley Building, Cleveland, Ohio. 12-26

WANTED, POSITION AS SUPERINTENDent and superintendent of nurses in medium-sized hospital; graduate of large eastern hospital, post graduate of large western hospital; registered; experience 12 years managing institutions from 50 to 125 beds; splendid references. Address Box A-301, HOSPITAL MANAGEMENT. 12-26

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"NOBODY KNOWS LIKE AZNOE'S" HOW to solve your placement problems. Accredited graduate nurses, Class A physicians, dietitians, technicians, furnished to good hospitals in all parts of the United States. Write us your needs today. Get the benefit of our thirty-nine years' dependable service. No charge to employers. Aznoe's Central Registry for Nurses, 30 North Michigan, Chicago, Ill. tf

WANTED—SITUATIONS FOR INSTITUtional executives, graduate nurses, technicians and dietitians; no charge to employers; requests as to manner in which vacancies should be taken up are followed carefully. The Medical Bureau, 824 Marshall Field Annex, Chicago. tf

NURSES — GRADUATE, UNDERGRADUate, practical and pupil nurses furnished, also Physicians, Technicians, etc.; also furnish positions for Nurses, Physicians, Technicians, etc.; cover U. S. Established 1904; Hospitals, Practices, etc., sold and furnished. F. V. Kniest, Peters Tr. Bldg., Omaha, Neb. tf

(B) GENERAL DUTY — GRADUATE Nurses, day and night; consider recent graduates; desirable hours, living conditions and salary. Location, Ohio, New Jersey, New York, Indiana, Missouri, Pennsylvania. Interstate Physicians and Hospital Bureau, 332 Bulkley Building, Cleveland, Ohio. 12-26

WANTED—(A) ANAESTHETIST; 225-BED hospital; eastern city; no other duties except anaesthesia. (b) Graduate nurse proficient in X-ray; 100-bed hospital; capacity to be trebled; eastern location. (c) Several general duty nurses; hospital devoted to treatment of ex-service men, mentally and physically affected by the war; unusually attractive nurses' home containing single bedrooms; $100. (d) Head ward supervisor for new tuberculosis hospital of 100 beds; splendid location; attractive hours; living conditions exceptionally good; $100. 446, Medical Bureau, 822 Marshall Field Annex Building, Chicago. 12-26

MISCELLANEOUS — (A) OCCUPATIONAL Therapy Director wanted for large mental institution, central state; $1,200 to $1,500 and full maintenance. (b) Trained Resident Nurse wanted for school of 50 boys and girls, instruct in hygiene, supervise menus, make social investigations, and nurse sick students. (c) Child Welfare Worker wanted for delightful opening; Chicago vicinity; $135 a month to experienced candidate. No. 1191 Aznoe's Central Registry for Nurses, 30 North Michigan, Chicago. 12-26

SUPERVISORS — GRADUATE NURSES with experience to supervise private and ward floors, medical, surgical, and obstetrical departments; very desirable connections. Location, New York, Ohio, Pennsylvania, Michigan, New Jersey. 12-26

WANTED—(A) DIETITIAN; MUST BE able to take charge of entire food department of 100-bed hospital with central service; new hospital, excellently equipped throughout; $120 and maintenance. (b) Case Record Librarian, registered nurse qualified in stenography who understands something of filing but not necessarily case record work, but who is interested in learning this particular phase of hospital work; 100-bed hospital; capacity soon to be tripled; eastern city. 445 Medical Bureau, 822 Marshall Field Annex Building, Chicago. 12-26

ANESTHETISTS — (A) EFFICIENT ANesthetist wanted for 200-bed general hospital, New York City; $115 to start. (b) Capable woman, trained in gas oxygen, desired for small southern hospital, also act as head nurse; only politic, agreeable person considered; high salary. No. 1192 Aznoe's Central Registry for Nurses, 30 North Michigan, Chicago. 12-26

INSTRUCTORS — GRADUATE NURSES qualified to instruct in Theory and Practical Nursing, well organized school of nursing; very desirable connections; location New York, Pennsylvania, Ohio, Delaware. Interstate Physicians & Hospital Bureau, 332 Bulkley Building, Cleveland, Ohio. 12-26

SUPERVISORS—NIGHT GRADUATE Nurses with experience: 175-bed Ohio hospital, 100-bed North Carolina hospital. (b) Operating Room Supervisor, with experience, 250-bed Ohio hospital (two assistants employed, excellent salary and living conditions). Interstate Physicians & Hospital Bureau, 332 Bulkley Building, Cleveland, Ohio. 12-26

WANTED — (A) NIGHT SUPERVISOR; strong, forceful woman required; will be given an assistant and student helpers; a good salary to the right person. (b) Several general duty nurses for a large hospital having a capacity of one thousand beds; large mental department in connection; vacancies in both general and psychiatric departments; nurses with psychiatric training preferred for the latter; salaries in both institutions $100 and complete maintenance; one day off each week; splendid location. 444 Medical Bureau, 822 Marshall Field Annex Building, Chicago. 12-26

(A) OPERATING NURSE WANTED IN northwestern hospital, general, 125 beds; $95 and maintenance. (b) Surgical Nurse who knows her stuff wanted for small Wisconsin hospital; $100 and maintenance. (c) Graduate Nurse wanted to assist superintendent of small hospital, central state; salary $85 to $100 and maintenance. No. 1193 Aznoe's Central Registry for Nurses, 30 North Michigan, Chicago. 12-26

WANTED—(A) ASSISTANT SUPERINtendent of nurses and instructress; 360-bed hospital, located on the Pacific Coast; $125, including maintenance. (b) Surgical Supervisor for medium sized hospital; new nurses' home with all single rooms; fairly large town located on Mexican border. (c) Supervisor; mixed floor; considerable obstetrics; new, medium-sized hospital located in Chicago vicinity; $125, maintenance. 443 Medical Bureau, 822 Marshall Field Annex Building, Chicago. 12-26

GENERAL DUTY—(A) SEVERAL FOR large mental institution 200 miles from Chicago; $80 and maintenance with yearly increase. (b) Several for large mental institution delightfully situated near central metropolis. (c) Large hospital, New York vicinity, desires two graduates in good standing; $90 and maintenance. No. 1194 Aznoe's Central Registry for Nurses, 30 North Michigan, Chicago. 12-26

ANAESTHETISTS — GRADUATE NURSES with experience qualified to administer Ethylene and Nitrous-Oxide Gas, 200-bed New York hospital, 125-bed Illinois hospital, 65-bed and 100-bed Pennsylvania hospital; excellent salaries and living conditions. Interstate Physicians & Hospital Bureau, 332 Bulkley Building, Cleveland, Ohio. 12-26

DIETITIAN—(A) CAPABLE DIETITIAN wanted for 75-bed general hospital, southeastern city; adequate salary. (b) Housekeeper wanted for new industrial hospital, Pennsylvania; salary $75 a month and maintenance. No. 1210 Aznoe's Central Registry for Nurses, 30 North Michigan, Chicago. 12-26

WANTED — (A) SUPERINTENDENT OF nurses; 150-bed hospital located in southern metropolis; southern woman preferred; $125 and maintenance. (b) Instructress for accredited training school of fifty students; college trained woman required; $150 and maintenance; Chicago vicinity. (c) Anaesthetist who is also qualified in X-ray; straight night work; plenty of time off duty; very desirable connection; Chicago vicinity. 442 Medical Bureau, 822 Marshall Field Annex Building, Chicago. 12-26

NIGHT SUPERVISORS—(A) BETWEEN 25 and 35, wanted for maternity hospital, New York vicinity; average 70 deliveries a month; $100 and maintenance. (B) New southern hospital, 50 beds, desires reliable nurse to take charge nights; $100 and maintenance. No. 1195 Aznoe's Central Registry for Nurses, 30 North Michigan, Chicago. 12-26

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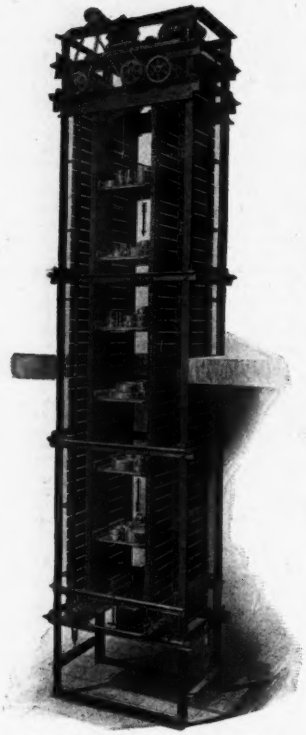

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FOOD SERVICE

Subveyors will elevate food either on trays or in containers continuously to any number of floors. Visualize the economies resulting from an installation in your institution. There are hundreds of Subveyors in operation throughout the entire country which are daily demonstrating the economy and efficiency of this equipment. Model "F" Subveyor illustrated to the left is the model for Food Service. Complete catalog and interesting Food Service Survey are yours for the asking.

CENTRALIZED DISH WASHING DEPARTMENTS

Dishwashing departments of hospitals should be centralized in one department for the following reasons:

(1) *Reduce your investment in unnecessary equipment.*
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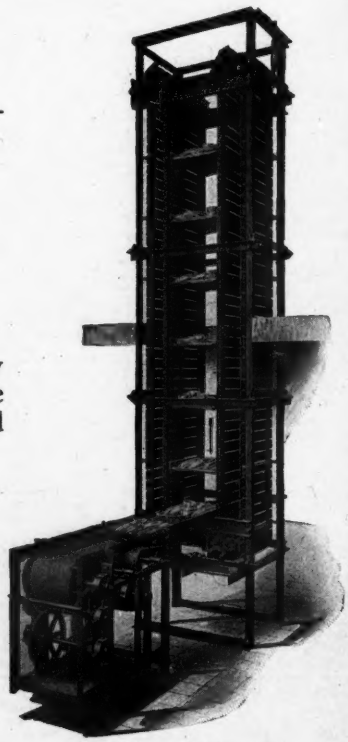
(3) *Have absolute control of dishwashing crew.*
(4) *Have more room for patients.*
(5) *Reduce china breakage (more than 50 per cent).*

The Model "A" Subveyor illustrated to the right will carry trays of soiled dishes from any number of floors to the centralized dishwashing department. Trays are discharged automatically from vertical to horizontal section which in turn discharges trays upon scrapping table. Complete detailed information on centralized dishwashing departments will be sent on request.



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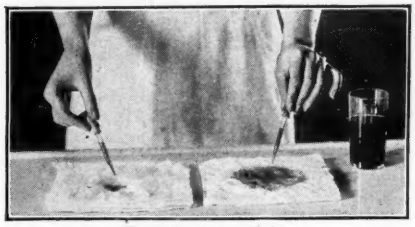
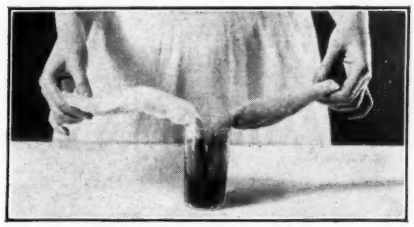
Greater absorbency

The piece of Cellucotton Absorbent Wadding (at the right) will absorb as much fluid as a piece of absorbent cotton 4 to 8 times its size.



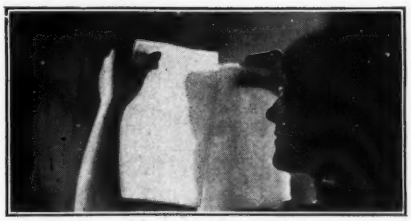
Complete saturation

The pad of cotton absorbs drainage in only one spot, causing leakage before saturation. The pad of Cellucotton Absorbent Wadding distributes drainage over its entire surface.



Superior capillary action

The wick of cotton becomes wet but a short distance from the surface. Cellucotton Absorbent Wadding draws the fluid against gravity, distributing it through the entire wick.



More comfortable

The porous structure of Cellucotton Absorbent Wadding (on the left) permits free circulation of air, guarantees greater comfort and acts as an indirect aid to rapid healing.

HERE are 4 easy, yet thorough, tests. It won't take 15 minutes to make them, but we believe they'll do more than anything else to prove the superiority of Cellucotton Absorbent Wadding.

Because it offers the all-important combination of greatest economy plus greatest usefulness, this fine absorbent has fast become the standard material for dressings in a majority of hospitals.

Among the hospitals that know it, Cellucotton Absorbent Wadding is recognized as the most useful—most economical absorbent ever made. They have found it superior in the 8 essentials necessary to an absorbent material. They use it because—

—it absorbs from 4 to 8 times more drainage before saturation than most grades of absorbent cotton.

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—it draws fluid against gravity. It serves as a wick instead of a dam.

—fluid penetrates to every part of the dressing.

—on account of its bulk, it makes more dressings per pound than absorbent cotton.

—it is lighter, and more comfortable for the patient.

—its cost is so low as to make it one of the most economical forms of absorbents.

To those superintendents who have never tried it, we should like to send, without cost, a generous supply of Cellucotton Absorbent Wadding. Test it. Compare it with the absorbent you now use. Make these 4 simple tests *before* you write your next order.

Send also for samples of Celluwipes and Kotex, two products of Cellucotton Absorbent Wadding. They possess all its features—all its economies—with individual advantages of their own.

Note!

The success of Cellucotton Absorbent Wadding has naturally been followed by substitutes. So, when buying, insist on the genuine. It comes wrapped in blue, easily-identified paper, stamped with the trade-marked name "Cellucotton Absorbent Wadding."

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